RESEARCH PROPOSAL FOR TOPIC APPROVAL
TO BE SUBMITTED TO THE UNIVERSITY OF MUMBAI
FOR THE PH.D. DEGREE
IN THE SUBJECT OF COMMERCE (BUSINESS POLICY AND ADMINISTRATION)

Title of the topic	**"A Study of Employees Perception and Job Satisfaction Towards Hybrid Work Culture"**
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Year of Passing PET / NET / SET / M.Phil Teaching Experience	**SET, 2017** **14 years of teaching experience in Colleges of Mumbai & Navi Mumbai**
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Date of Superannuation / Retirement of the Research Supervisor /Guide	**31/12/2035**
Name of the Research Centre	**Konkan Gyanpeeth Uran College of Commerce and Arts, Uran, Raigad.**
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Date: 3/04/23

DR RAPC

Pls accept

KRJaghate
3rd Apr 2023

OUTLINE PLAN FOR THE RESEARCH STUDY

FOR APPROVAL OF THE TOPIC FOR THE THESIS FOR

ADMISSION AS A POST GRADUATE STUDENT

FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

IN THE SUBJECT OF COMMERCE

BUSINESS POLICY AND ADMINISTRATION

OF

UNIVERSITY OF MUMBAI

ON

"A Study of Employees Perception and Job Satisfaction Towards Hybrid Work Culture"

BY

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UNDER THE GUIDANCE OF

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Research Guide

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1. Introduction

Growth and survival of any business organisation depend on employee's loyalty towards their organisation. The employees, who are happy and satisfied, work with their full potential for achievement of organisational goal. Every organization has their own organization structure to motivate, guide and direct the employees to achieve individual and organizational goal. In traditional organisation system, employees had less liberty and flexibility in their work which gradually affects their productivity. This gave rise to change the organisations working pattern. The way in which people work has already been changing for several years (Bell & Kozlowski, 2002). Researchers like F.W. Taylor, Henry Fayol, Max Weber had come out with the theories that help the managers to administer policies and procedures related to employees. These human resource theories explain how management practices and structures can influence employee's behaviour. Organisations with long term goals realised the importance of employee's satisfaction and framed their organisation structure accordingly.

Due to globalisation world come closer, Many Multinational Corporations came into existence and started their branches in different countries. This not only created ample job opportunities but at the same time made employees aware about work culture prevailing in other countries. During corona pandemic, organisations adopted online or virtual form of working. This remote work helped organisations to run their businesses with the help of technology. Technologies such as desktop video conferencing or collaboration software enabled the change for organizations to become less constrained by geography and time and opened the doors for flexibility, collaboration, and productivity to approach a new potential of work (Di Martino & Wirth, 1990; Townsend, De Marie & Hendrickson, 1998). A multitude of the technical obstacles were demolished by the pandemic, thus leaving aversion based on managerial viewpoint and institutional customs (Aguilera et al. 2016; S. Williamson et al. 2020). Many Employees want remote working as a continuous form of working even after corona. They want to have more work life balance. Maintaining a proper work-life balance is a crucial aspect for employees in a healthy work environment. Spending more time working remotely requires less time for commuting to and from the office and allows allocating more time to one's personal life (Bailey & Kurland, 1999; Hill, Ferris & Märtinson, 2003). Thereby, employees can free up time for things they value in their personal lives such as doing sports or childcare (Rockmann & Pratt, 2015). An improved work-life balance promotes physical and mental well-being as it supports workforces to take time for themselves. Further, increased flexibility of where and how employees work provides them with more autonomy in structuring their work schedules which can increase their productivity. Moreover, it is argued that employees have fewer sick days and are less absent while showing increased motivation, commitment and job satisfaction (Bailey & Kurland, 1999; Bergiel, Bergiel & Balsmeier, 2008). USA face mass resignation post Covid as most of the employees are not willing to attend physical office instead they want to go for remote working. The organizations cannot also argue that work is getting hampered due to remote work. It has already been proved that

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remote work is also giving good results and organizations are not suffering because of that. So many organisations adopted a hybrid work system which combined both virtual and offline working.

As a developing country India has lot of MNCs and Foreign companies who employed thousands of Indian populations. These organisations also adopt hybrid work system like foreign countries to keep their employees happy and at the same time achieve organisational goal. Article published in times of India clearly states that more than 73% of Indian population is interested in hybrid working system. A survey of more than 9000 workers around the world by Accenture discovered that 83% of the workers consider a hybrid model optimal. "The major advantage of a hybrid workplace is lesser commute time", says Revathy S Benjamin, Senior Test Engineer at Capgemini India.

Though many MNCs in India adopted hybrid work culture as a form of working still many Indian organisations are not sure about this form of working. So it is essential to find Indian employees views on hybrid work culture and whether they are satisfied while working under hybrid work culture.

Evolution of Hybrid Work culture: -

Though COVID-19 pandemic created new way of working in the form of hybrid working, the concept was already used. An extensive alteration from traditional, office-centric work to remote work possibly commenced with the implementation of WFH policies in the 1970s, as rising petrol prices initiated by the 1973 OPEC oil embargo resulted in increased commuting costs .Those policies permitted employees to do work from their homes, co-working spaces, or other public locations such as libraries and coffee shops, for some days, on a regular part-time basis, or full-time, with the expectancy that they would occasionally come into the office. Employees were frequently moreover given control over their own schedules, permitting them to make time for errands, lunchtime exercise or school pickups. They tended to take fewer sick days as well as saved time by commuting less (Choudhury 2020). Thanks to the introduction of the internet, personal computers, broadband connectivity, email, cell phones, laptops, video telephony and cloud computing.

Meaning of Hybrid work culture: -

The hybrid work culture is a type of work environment that combines aspects of remote working and in-office working. In a typical hybrid workplace some or all employees have the freedom to choose where and when they work, dividing their time between working from home and working from an office. How a hybrid environment operates depends on the company, but it includes a handful of employees who are permanently on site, or several teams who operate on staggered schedule, which change every couple of weeks.

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2. Significance of Study

In today's global world work environment change rapidly which affect to functioning of organisations. Every organisation should be dynamic enough to cope with these situations. India as an active member of today's globalised world and having so many Multinational corporations in our country. It is essential for these organizations to adopt the work culture which help to raise the employee satisfaction and efficiency. This in turn not only helps to achieve organizational goal but at the same time it will help to retain the qualified and skilled people in India.

As we knew that Indian employees also want globalised standard work environment so accepting hybrid work culture is necessary for these organizations. The study is basically focused on to find out employees view towards hybrid work culture and job satisfaction which they got under hybrid work culture. For study purpose MNCs are selected as hybrid work culture pattern used by them in large extent. The study will help to find out these employee's perception and job satisfaction under hybrid work culture. The findings of this study will influence other organisations to adopt flexible working pattern which in return may make employees happy and satisfied. Satisfied employees are more loyal towards Organisation and help to achieve organisational goal.

3. Objectives of Study

1. To study the concept of hybrid working culture.
2. To take overview of hybrid work culture at international and national level.
3. To study the organizational policies related to hybrid working culture of IT MNCs in Navi Mumbai
4. To find out the employee's perception towards hybrid work culture.
5. To analyse the work satisfaction and efficiencies of employees under hybrid working culture in selected organizations.
6. To find out the effects of changes in organization culture due to hybrid working culture.
7. To find out challenges faced by employers and employees due to hybrid Working culture in selected organizations.
8. To study the opinions of employers about performance of employees in hybrid work culture.
9. To give some suggestions and recommendations to employer and employees related to hybrid work culture.

4. Profile of Study Area

Navi Mumbai, one of the important cities in Mumbai Metropolitan Region (MMR) is planned and developed by the City and Industrial Development Corporation (CIDCO). With Mumbai bursting due to huge traffic, high population, increasing slums, high pollution levels, no lung space to breathe, skyrocketing prices, and so on, Navi Mumbai comes as a perfect alternative for most Mumbaikars. In the late 1960s 'Adi Kanga', a civil engineer, and some of his friends came up with the concept of building a new city, New Bombay, a satellite township, drawn by the clean air, hilly terrain and wide good roads on a mainland, across from the seven islands of the old city.

Navi Mumbai a city that has been meticulously planned and developed since 1970, is set out to experience a massive infrastructural boost with its close proximity to Pune and all nodal points in Mumbai, Navi Mumbai will reap the rich rewards for its attractive location as the major infrastructural initiatives planned by the government start materialising.

Attractive priced land and abundant supply of qualified human resources are acting as magnets that are pulling major corporate and real estate developers to Navi Mumbai. Both Indian and International companies like Accenture, Cognizant, L&T Infotech, Capgemini, UBS and AXIS Bank, IKEA furniture already set offices here.

Most MNCs are situated in Vashi, Airoli, Taloja and Ghansoli.70 MNCs are situated in Navi Mumbai. Out of which 15 are related to IT industry. People from Mumbai and Navi Mumbai are getting job opportunities in this organisation. Thousands of people are working in this organisation.

5. Conceptual Framework

1. **Virtual working**: -Individual work from home offices uses modern technology to get things done.
2. **Hybrid work**: - is a flexible approach that allows employees to split their time between working in the office and working from home.
3. **Hybrid at-will:** - Employees can choose which day(s) to come into the office.
4. **Hybrid split-week:** - The company assigns specific days for on-site and remote work by team or function.
5. **Hybrid manager-scheduling**: - Managers choose which day(s) their team comes into the office.
6. **Hybrid mix**: - A combo of all three options.
7. **A virtual-first strategy**: - This is a strategy like other hybrid strategies, combines both remote and on-site work but depends on which type of work fits each environment.
8. **WFH**: -means an employee is working from their house, apartment, or place of residence, rather than working from the office.

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9. **Remote work:-**Remote work means working from anywhere other than the office, which can be your home, cafe or just a co working space.

6. Hypotheses

1. **$H1_0$**: - Employees have no positive perception towards hybrid work culture.
   $H1_1$: - Employees have positive perception towards hybrid work culture.
2. **$H2_0$:** - Hybrid working culture has no positive effect on employee's satisfaction.
   $H2_1$: - Hybrid working culture has positive effect on employee's satisfaction.
3. **$H3_0$**: - Hybrid working culture has no positive effect on employees performance.
   $H3_1$: - Hybrid work culture has positive effect on employees performance.
4. **$H4_0$**: - Hybrid working system has no positive effect on organization culture.
   $H4_1$: - Hybrid working system has positive effect on organization culture.
5. **$H5_0$**: - There is no satisfactory performance by employees in hybrid work culture.
   $H5_1$: - There is satisfactory performance by employees in hybrid work culture.
6. **$H6_0$**:There is no favourable change in organisational policies as per hybrid work culture.
   $H6_1$: There is favourable change in organisational policies as per hybrid work culture.

7. Limitations of the Study

1. The study will be restricted to Navi Mumbai region only.
2. Study will be restricted to only IT MNCs in Navi Mumbai area.
3. No any other type of industries will be considered.
4. The study will be based on facts and figures provided by respondents.

8. Research Methodology

8.1 Methods of Data Collection: -

a) **Primary Data**: The primary data will be collected by using structured questionnaire for employees of selected organizations.

b) **Secondary Data**: Secondary data will be collected through reference books, journals, magazines and websites, newspaper articles.

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8.2 Sampling Framework: -

For the present study IT MNCs from Navi Mumbai regions are selected. The sample framework is as under:

a) Population - 15 IT MNCs

b) Sample size - 10 IT MNCs: - From Each organisation 60 employees

8.3 Data Analysis and Interpretation: -

Data will be analysed and interpreted with appropriate statistical techniques such as, Mean, Median, Modes, Chi-square test, Z test, Coefficient of correlation, Anova, regression etc.

9. Literature Review

Many researchers have conducted research on Virtual working and hybrid work culture to understand the advantages and implications of online working system. There are many books which is written on Organisation structure and telly working. Before going for the study of Hybrid working culture researcher has gone through some books, research articles, recent newspapers.

Donna Zellerin her article, "The Hybrid (Virtual Offsite / Traditional Brick and Mortar) Transnational Organization" mentioned about the hybrid working and its effect on organisational structure. She did research on how organisations are going for adopting hybrid working culture.

Prithvirai Choudhury, Tarun Khanna, Christos Makridis, Kyle Schirmann (2022) had done research on "hybrid working system in context with Bangladesh." The specific organisations are selected by them to study the policies framed under hybrid working culture and their effects on the organisation.

McLoughlin, I.P. and Clark, J. (1994) in their study "Technological Change", explained the improvements in ICT and use of that in online working system.

Tsedal Neeley (2021) "Remote work Revolution Succeeding from Anywhere": The study concludes that pandemic caused a rapid and significant growth in the reliance remote workplaces and entirely virtual teams. Neeley includes distinctive actionable steps and interactive tools to not only keep employees engaged but provide advice that helps leaders discover how to use remote work beneficially.

Kanwar Muhammad Javed Iqbal, Farooq Khalid, Sergey Yevgenievich Baeykin(2021) study title "Hybrid Work Place: The Future of Work": explained in their research paper that hybrid working is the new trend in industries throughout the world. Digitalisation helped to bought world closer.

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Pandemic taught the business world to line up and use the innovations and technology for survival and success.

Danijela Sokolic (2022)"Remote work and hybrid work organisations" conference: Economic and social development at Aveiro Portugal states that remote work, performing from home is the most common thing of 21st century. The goal of this study is to supply insight on the impact of geographical point flexibility on work and at same time broader idea for each corporation and staff.

Michel Beno (2021) "Onsite and Hybrid workplace culture of positivity and effectiveness": Case study from Austria: This study estimates the impact of the evolution of cubicle working into a hybrid working environment in five organisations with 30 cubicle employees and five organisations with 30 hybrid employees from different service sectors in Austria. Additionally, semi-structured interviews with five managers about the pros and cons of the hybrid office model were conducted. The study was conducted in two stages. The first stage investigated the quantitative data and the second stage analysed the qualitative data. The findings of the quantitative and qualitative data were applied in order to answer the research question and achieve the objectives of this study. The main research question investigated in this paper concerns the difference between negative and positive approaches toward different working environments while following the aspects of respect and dignity, support, caring, rewards, forgiveness and inspiration, and asking whether these differ fundamentally and represent different theoretical mechanisms.

Donna Zeller (2017)study titled "The Hybrid Work Environment: The Business Process Argument for Adapting Organizational Structure": - states that after the 1970s, studies on the effects of technology on organizations decreased when researchers moved away from studying the influences of the internal operations to the external, environmental influences. At about that same time, the internal operations were changing rapidly due to developments in technology that allowed people to work differently; thereby, changing organizational routines and operations.

Nea Vehosalmi (2022) Research paper titled "Employee Motivation in Hybrid Work-How Motivational Needs Have Changed After Covid -19" explained the emergence of hybrid work has resulted in employees demanding more flexibility and the need for autonomy has risen from what it was pre-pandemic. Employee retention is more vital than ever due to the great resignation phenomena, which sees employees leaving their jobs when motivational needs are not being met to the current standard of wanting flexibility and freedom

Dr. Reena (Mahapatra) Lenka (2021) study titled "Unique Hybrid Work model- The future of remote work" concluded that in this Pandemic and beyond, every organization worldwide should adopt Unique Hybrid Work model for the betterment of the organization.

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10. Research Gap

After studying review of literature researcher found limited study on hybrid work culture. The studies and researches on hybrid work culture are undertaken in developed countries. Though organisations from developing country like India started adopting hybrid work culture, there is rare research found in this area. Also there is no specific study about hybrid work culture of Navi Mumbai area.

Therefore, the researcher has selected this topic to have systematic study of employee' s perception and job satisfaction towards hybrid work culture.

11. Tentative Scheme of Chapterization

Chapter No. 1: Introduction

This chapter will include the concept of hybrid working culture, evolution, significance of hybrid working culture.

Chapter No. 2: Review of Literature

This chapter will provide information about studies done on the hybrid working culture.

Chapter No. 3: Profile of Study Area

This chapter will give detailed information about study area including Number of ITMNCs in Navi Mumbai area who is following hybrid work culture, HR policies and number of employees working in the organization.

Chapter No. 4: An Overview of Hybrid Work Culture

This chapter will give detailed information about evolution of hybrid working culture, history, overview of hybrid working culture at national and international level.

Chapter No. 5: Data Analysis, Interpretation and testing of hypotheses

This chapter is the core part of the study. The analysis pertaining to collected data will be done by the learner. The application of selected tools or techniques will be used to arrive at findings. In this, table of information's, presentation of graphs etc. can be provided with interpretation by the learner

Chapter No. 6: Conclusions and Suggestions

In this chapter findings of work will be covered, and suggestion will be enlisted to validate the objectives and hypotheses.

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Signature of the Candidate
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Signature of Research Guide
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Th./ICD/2023-24/99 13th April, 2023.

Smt. Gharge Shital Sandeep Sushila
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In continuation of this office letter No. Th./ICD/2022-23/4299,dated 24th March, 2023, I am to inform you that as you have complied the requirements of Research and Recognition Committee for the Board of Studies in **Commerce** for approval of the topic of thesis for **Ph.D.(Commerce & Management)** degree in the subject of **Business Policy & Administration**, you are allowed to register for the said degree in the subject of **Business Policy & Administration**, subject to the intake capacity of the Department/College/Institute.

The title is as follows:

"A Study of Employees Perception and Job Satisfaction Towards Hybrid Work Culture"

Hence, you are allowed to register for the **Ph.D.(Commerce & Management)** degree in **Business Policy & Administration** of the University subject to the intake capacity of the Department/College/Institute.

Please note that the student coming from other Universities are required to submit a provisional statement of eligibility issued by the Registrar of this University before seeking their admission to the course in the Departments/Colleges/Institutions.

Yours,

Deputy Registrar 10/4/23
RAPC

Copy forwarded with compliments for information to :-

1. The Principal, Konkan Gyanpeeth Uran College of Commerce and Arts, Uran, **Raigad-400 702.**
2. Dr. Parag R. Karulkar, Konkan Gyanpeeth Uran College of Commerce and Arts, Uran, **Raigad-400 702.**
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